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REGIONAL AFGHAN MUNICIPALITIES PROGRAM FOR URBAN POPULATIONS – REGIONAL COMMAND NORTH

MONTHLY REPORT: OCTOBER 2011



NOVEMBER 15, 2011

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CONTENTS

ABBREVIATIONS & TERMS	II
ABOUT RAMP UP NORTH	1
EXECUTIVE SUMMARY.....	2
Programmatic Highlights	2
Highlights by Municipality	3
PROGRAMMING ACTIVITIES	5
Citizen Engagement.....	5
Sustainable Service Delivery Improvement Projects.....	5
Service Delivery Improvement Plans.....	7
Municipal Management and Capacity Building Plans	7
PLANNED NOVEMBER ACTIVITES	9
APPENDICES	10
Appendix A: Sample project concept document	10
Appendix B: Sample sustainability worksheet.....	17

ABBREVIATIONS & TERMS

AO	Assistance Objective
AOR	Area of Responsibility
ACSS	Afghanistan Civil Service Support Program (USAID)
AMSP	Afghanistan Municipal Strengthening Program (USAID / ICMA)
ANDS	Afghanistan National Development Strategy
APPF	Afghan Public Protection Force
ASI	Afghanistan Stability Initiative (USAID / DAI)
ASMED	Afghanistan Small and Medium-Sized Enterprise Development (USAID / DAI)
AVIPA	Afghanistan Vouchers for Increased Production in Agriculture (USAID)
ASGP	Afghan Sub-national Governance Program (UNDP)
CAWSA	Commercialization of Afghanistan Water & Sanitation Activity (USAID/ICMA)
CDC	Community Development Council (established under NSP)
CDP	Community Development Plan
CERP	Commander's Emergency Response Program
CLIN	Contract Line Item Number
CO	Contracts Officer
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DAI	Development Alternatives Incorporated
DCOP	Deputy Chief of Party
DMA	Department of Municipal Affairs (Office within IDLG)
DDA	District Development Assembly
DoS	Department of State (United States)
DoWA	Department of Woman's Affairs
EA	Embedded Advisor
EMP	Environment Management Plan
FAF	Foreign Assistance Framework
FOB	Forward Operating Base
FPO	Field Program Officer (USAID officer within the PRT)
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information System
HO	Home Office
IARCSC	Independent Administrative Reform and Civil Service Commission
ICMA	International City/County Management Association
IDLG	Independent Directorate of Local Governance
IED	Improvised Explosive Device (also known as BB, VB)
INF	Infrastructure (project)
IP	Implementing Partner
IR	Intermediate Result
ISAF	International Security Assistance Force
LOP	Life of Project
MAS	Modernized Accounting Systems
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
MRRD	Ministry of Rural Rehabilitation and Development
MMCBP	Municipal Management and Capacity Building Plan
MTL	Municipal Team Leader

MUDA	Ministry of Urban Development Affairs
NGO	Non-Governmental Organization
NINF	Non-Infrastructure (project)
NSP	National Solidarity Program
PAR	Public Administration Reform
PDC	Provincial Development Committee
PMP	Performance Management Plan
PBB	Performance Based Budgeting
POP	Period of Performance
PRT	Provincial Reconstruction Team
PPCEP	Public Participation and Citizen Engagement Program
RAMP UP program)	Regional Afghan Municipalities Program for Urban Populations (USAID program)
RC (E,W,N,S)	ISAF Regional Command East, West, North, South
RU-N	RAMP UP North
SDAG	Service Delivery Advisory Group
SDIP	Service Delivery Improvement Plan
SMAP	Strategic Municipal Action Plan
SOP	Standard Operating Procedures
SWM	Solid Waste Management
SO	Strategic Objective
STTA	Short term Technical Assistance
TAMIS	Technical Assistance Management Information System
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

Terms

<i>gozar</i>	Neighborhood
<i>nahya</i>	Municipal District
<i>wakil or kalanter</i>	<i>nahya</i> or <i>gozar</i> representative
<i>mustoufiat</i>	Sub national representative office for Ministry of Finance
<i>Tashkeel</i>	administrative structure of a GIRoA entity
<i>Safayi tax</i>	service charge and property tax
<i>Sharwali</i>	Municipality
<i>moqarara</i>	Regulation
<i>zarang</i>	motorized rickshaw

ABOUT RAMP UP NORTH

The purpose of the Regional Afghan Municipalities Program for Urban Populations for Regional Command North (RAMP UP North) is to create effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

RAMP UP North will: (1) increase the capacity of the Government of the Islamic Republic of Afghanistan (GIROA) municipal officials, (2) markedly improve the delivery of municipal services to citizens in target municipalities, and (3) increase municipal capacity to enable, support, and sustain economic growth. As a result of the RAMP UP North, Afghan citizens will receive better services, understand the responsibilities of municipal leaders, play an active role in the municipal decision-making process, and see local governance structures as legitimate.

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EXECUTIVE SUMMARY

The Regional Afghan Municipalities Program for Urban Populations, Regional Command North (RAMP UP North) was established with the purpose of creating effective, responsive, democratic, transparent, and accountable municipal governance in the nine provinces that comprise the International Security Assistance Force's (ISAF's) Regional Command North.

In the month of October, RU-N activities focused mainly on the Sustainable Service Delivery Improvement Projects. The RU-N/Mazar team, along with Municipal Team Leaders (MTLs), Public Administration Advisors (PAA), and Generalists in each Municipality collaborated with Mayors and municipality officials to develop Project Concept documents and Scopes of Work (SOWs) for nine small-scale projects to improve services such as trash collection and public parks.

The SOWs (see Appendix A: Sample project concept document) for all nine projects have been drafted and presented to the project evaluation committee at the RU-N Mazar office. MTLs and their staff considered feedback from the project evaluation committee, and in some cases, are in the process of re-scoping projects with assistance from mayors and municipal officials in order to ensure that each project is sustainable. Using a Sustainability Worksheet (see Appendix B: Sample sustainability worksheet), MTLs were tasked with showing, quantitatively, that the projects could be sustained once RU-N financial assistance had been utilized. MTLs worked closely with Mayors to either earmark existing revenue or generate new revenue to maintain the project in the long-run.

In addition to the Sustainable Service Delivery Improvement Projects, the RU-N Mazar team focused on citizen participation activities. The RU-N civil society team developed plans to engage citizens in the decision-making process. An emphasis was placed on women's participation and RU-N staff offered suggestions for increasing women's participation in the Service Delivery Advisory Group (SDAG) meetings. For instance, in some Municipalities, women SDAG members may be more comfortable meeting in a separate venue from men.

Finally, the RU-N/Mazar team began to develop an action plan for capacity building of municipal officials. The team began by analyzing the results of internal surveys previously conducted in each municipality. Municipal officials requested training on various topics, such as performance-based budgeting and modernized accounting systems. The RU-N/Mazar team is developing outlines for training modules including key concepts under each topic. Each team member has been assigned an area of expertise to research in anticipation of developing the curriculum for training modules.

PROGRAMMATIC HIGHLIGHTS

With the Work Plan currently being revised, RU-N activities sought to fulfill the existing Work Plan and contract requirements. The following program activities were completed during October:

- Seven out of nine Sustainable Service Delivery Improvement Project proposals were finalized and are ready for submission. Faizabad and Maymana Municipalities are in the process of re-scoping their SOWs after initial project proposals did not prove sustainable.
- Market analyses on the cost of renting versus purchasing equipment were conducted. The purpose was to ensure that the projects could be maintained using Municipality revenues once RU-N financial assistance has been completed.
- Surveys, assessing the willingness of citizens to pay more for trash collection services, were conducted during the completion of some of the Sustainability Worksheets.

- The Action Plans for the Municipal Management and Capacity Building Plans have been developed in Dari and translated into English in all nine municipalities. Some of these Action Plans have been reviewed by the RU-N/Mazar Office. The plans were completed through a joint effort by the RU-N MTLs, mayors, and Public Administration Advisory Groups (PAAGs).

HIGHLIGHTS BY MUNICIPALITY

In this section, a particular activity or notable event that took place during the reporting period is highlighted for each of the nine municipalities.

- 1) Aybak—The Aybak Central Improvement Project was initiated on October 12 with an opening ceremony. Attendees included the Samangan Governor, Mayor of Aybak, and USAID officials.

- 2) Faizabad—On October 31, the Municipal Team Leader (MTL) met with the Service Delivery Advisory Group (SDAG) to review and revise the Scope of Work (SOW) for the Trash Collection Project. The SDAG, after deliberate discussions on the priorities of the citizens, decided on a reduced project area, which includes the two districts constituting the city center. This re-scoping of the project is meant to reduce costs, thereby ensuring sustainability.



RU-N staff conduct the first site visit and pre-construction meeting for the Aybak Central Park Project on October 3, 2011.

- 3) Kunduz—Eighteen citizens took part in a survey on October 20 to provide feedback on the planning and development of the Trash Collection Project. They answered questions related to their level of satisfaction with the current trash collection service and questions related to the market price analyses that were conducted to assist in determining costs of the project.
- 4) Maymana—On October 24, the Mayor of Maymana, an SDAG representative, and the RU-N MTL met to redesign the Sustainable Service Delivery Improvement Project, after the previous trash collection project proved unsustainable. Through collaborative efforts with the SDAG representative and the MTL, the Mayor proposed three new options, one of which involved renovation of a women's park. RU-N staff are currently considering this proposal.
- 5) Mazar-e-Sharif—the District 5 kalanters met on October 1 to discuss the Service Delivery Improvement Plan of Mazar-e-Sharif, especially in terms of the trash collection service. The meeting was organized as the RU-N District 5 Trash Collection Project is close to initiation.
- 6) Pul-e-Khumri—The MTL met with municipal officials on October 10 and with the PAAG on October 11 to 1) identify the training needs for municipal staff and 2) gather feedback from the Public Administration Advisory Group (PAAG). The Municipal Management and Capacity Building Plan (MMCBP) will be drafted based on the suggestions made and feedback provided.
- 7) Sar-e-Pul—On October 11, the PAAG presented revisions to the draft MMCBP to the RU-N MTL. The MTL will revise the draft according to the PAAG's suggested revisions.
- 8) Sheberghan—the SDAG members were directly involved in negotiating with local vendors on October 25 on the cost of trash bins to be purchased for the Sheberghan Trash Collection Project.

- 9) Taloqan—On October 18, the MTL met with the Mayor, Head of the Cleaning and Greening Department, and the Municipal Administrator to discuss the sustainability of the Trash Collection Project. The MTL described the extent to which the Municipality should contribute in order to make the project sustainable in the long term.

PROGRAMMING ACTIVITIES

CITIZEN ENGAGEMENT

Service Delivery Advisory Groups

RU-N continues to develop and administer additional proxy tools to gather baseline information and assess changes in levels of citizen satisfaction in each municipality. In combination with regular community meetings, service delivery assessments, and focus groups, the proxy survey tools will allow RU-N to develop a rich understanding of citizen satisfaction in each municipality before, during, and after RU-N's interventions. The Service Delivery Advisory Groups (SDAGs) are resource that can provide RU-N with feedback and citizen input.



A member of the Service Delivery Advisory Group in Kunduz completes a survey on October 3, 2011.

the extent that this is possible in the current environment.

For instance, On October 3 in Kunduz, members of the SDAG were surveyed by RU-N, and of the nine participants, three were women. Participants answered questions relating to their level of satisfaction with the delivery of services by the Municipality.

Also in Kunduz, 18 citizens took part in a survey on October 20 to provide feedback on the planning and development of the Trash Collection Project. They answered questions related to their level of satisfaction with the trash collection service and questions related to the market price analyses that were conducted to assist in determining costs of the project.

The On October 25, a female representative of the SDAG in Sheberghan was actively involved in the re-scoping of the Trash Collection Project, especially in terms of negotiating with local vendors on the cost of trash bins to be placed throughout the project area.

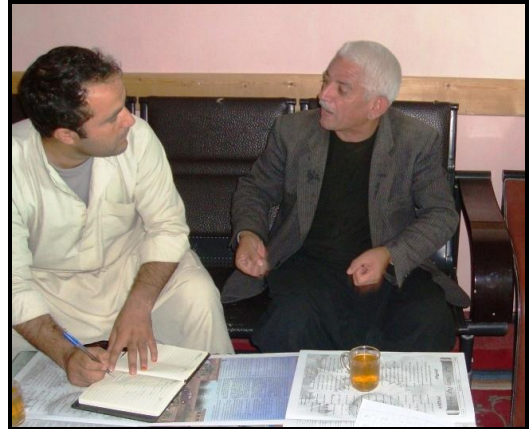


Citizens in Kunduz participate in a survey on the Trash Collection Project on October 20, 2011.

SUSTAINABLE SERVICE DELIVERY IMPROVEMENT PROJECTS

Under the recent funding restrictions, RU-N, in conversation with the COTR, determined that each municipality would start with one small-scale, high-impact Sustainable Service Delivery Improvement Project. The projects were to be identified jointly by the SDAG and the Mayor of each municipality. The Sustainable Service Delivery Improvement Projects are intended to provide the following:

- For the community—promote improved community service delivery models that can be sustained and replicated.
- For citizens—create a learning laboratory where citizens play a role in determining community needs, monitoring results, and providing the revenues for sustained municipal services.
- For the mayors and their staff—serve as a vehicle to build capacity and skills in terms of planning, procurement, construction management, budgeting, and other key skills.



An SDAG member in Maymana discussed the re-scoping of the Sustainable Service Delivery Improvement Project on October 24, 2011.

Utilizing the Mazar-e-Sharif Sustainable Service Delivery Improvement Project on Trash Collection in District 5 as a prototype and the Sustainability Model (also developed in Mazar-e-Sharif) as a guide, seven of nine municipalities have finalized their Project Concept Documents and shown, using a sustainability worksheet, that their projects can be sustained by the municipalities through increased collection of *Safayi* taxes and/or new revenue generation.

In order to ensure the sustainability of projects, the MTLs had to work with municipal officials to determine how much was needed in terms of the Municipality's contribution to ensure sustainability. For instance, on October 18, the MTL of Taloqan met with the Mayor, Head of the Cleaning and Greening Department, and the Municipal Administrator to discuss the extent to which the Municipality needs to contribute in order to make the project sustainable in the long term.

In addition, the project in Maymana had to be re-scoped—through collaborative efforts among the RU-N Area Director, Municipal Team Leader, the Governor of Faryab, and the Mayor of Maymana—to ensure that sustainability would be possible. In Faizabad, the RU-N/Mazar team is working closely with the MTL, the Mayor, and the SDAG to reduce the project costs to move toward a more sustainable project.

For instance, on October 24, the MTL met with the Mayor of Maymana and an SDAG representative to

discuss the re-scoping of the project. The course of action mutually agreed upon—after the Governor rejected plans for a trash collection project—was to gather suggestions for a new project focus. During the meeting, the Mayor and SDAG member proposed three new options, and a Women's Park Improvement Project was selected as the most relevant to the needs of citizens. The Project Concept Document is now under development.



Members of the Faizabad Service Delivery Advisory Group meet on October 31, 2011 to make decisions regarding the re-scoping of the Trash Collection Project.

In Faizabad, the MTL met with the SDAG on October 31 to review the Scope of Work (SOW) for the Trash Collection Project. He

explained why, with current RU-N budget restrictions and limited municipality contributions, the concept did not prove sustainable. The SDAG held a discussion to determine the areas of the city with the most need for the project, and they eventually agreed to reduce the project area from six districts to two districts (*Nahyas* 1 and 5) which constitute the city center. The SDAG also decided to reduce the number of bins placed throughout the project area from 18 to 10. This meeting is an example of how a citizen group can be directly involved in decision-making and problem-solving with a positive outcome. The Project Concept Document is currently being revised to reflect the changes agreed upon at the SDAG meeting.

SERVICE DELIVERY IMPROVEMENT PLANS

Concurrent with the implementation of the Service Delivery Improvement Projects, RU-N has introduced the concept of service delivery improvement planning. These modestly-scaled Service Delivery Improvement Plans (SDIPs) will serve as a foundation for benchmarking service improvement goals, citizen monitoring efforts, and sustainability efforts.

In alignment with the adjustments to the Sustainable Service Delivery Improvement Projects and



Mazar-e-Sharif District 5 kalanters met on October 1, 2011 to discuss how to improve trash collection service.

development of the revised work plan, the process for these plans was reinterpreted. As opposed to developing a full Service Delivery Improvement Plan for the entire municipality, a Service Delivery Improvement Plan will be developed for each specific project, intended to address service delivery concerns for one aspect of certain sector (mostly Trash Collection Service), such as a single district or equipment need (trash bins, etc). These project-based SDIPs will be drafted collaboratively with the Mayor and municipal staff and the Service Delivery Advisory Groups, with as needed technical assistance from RU-N experts. The draft plans will be made available to citizens, for feedback and approval, through public meetings with community beneficiaries. In turn, beneficiary approval of the Service Delivery Improvement

Plans seeks to increase sustainability through citizen collaboration and buy-in.

In October, the SDIPs that had been drafted were revised to reflect changes in the project SOWs, project areas, costs, or dates. In some municipalities, where projects were re-scoped, the SDIP had to be completely revised to reflect the new project. Since these SDIPs are aligned with the Sustainable Service Delivery Improvement Projects, they need to be updated as the project details are revised.

MUNICIPAL MANAGEMENT AND CAPACITY BUILDING PLANS

The RU-N Internal Survey serves as the starting point for a collaborative process to identify capacity-building needs within the Mayor's Office, and to develop Municipal Management and Capacity Building Plans (MMCBPs) to address these concerns. Using the Internal Survey results and direct engagement with the Public Administration Advisory Groups (PAAGs), the Plans will be tailored to suit the specific needs of each municipality.

The five to 15-member PAAGs, comprised of the Mayor's key departments heads and advisors, work collaboratively with RU-N staff to coordinate capacity-building programming in each municipality. Specifically, the Public Administration Advisory Groups are responsible for working with RU-N staff to: 1) develop and draft the Municipal Management and Capacity Building Plans; 2) design and deliver

practical capacity building programs and activities within the municipality; 3) assess the municipality's operating systems for future improvement and/or development of standard operating procedures, performance-based budgeting systems and practices, and modernized accounting systems; and 4) analyze and make recommendations regarding optimal organizational structures, functions, and staffing levels for the municipality.

During the month of October, several PAAG meetings took place, and the participants worked on development of the MMCBPs. A few examples are listed below.



The Pul-e-Khumri Public Administration Advisory Group met to discuss training needs on October 11, 2011.

- On October 10, the Sheberghan PAAG met with the RU-N MTL to review the final draft of the MMCBP. The PAAG approved of the final draft and requested immediate implementation.
- The Pul-e-Khumri MTL met with municipal officials on October 10 and with the PAAG on October 11. In the first meeting, the Mayor and heads of several departments identified the training needs for municipal staff. For instance, the Head of the Recruiting Department requested Human Resources Management training modules. In the

subsequent meeting, the PAAG agreed on the suggestions made by municipal officials and the MMCBP is being drafted.

- Also on October 11, the Sar-e-Pul PAAG members presented revisions to the draft MMCBP, and the MTL will revise the draft based on the PAAG's feedback.
- The Mazar-e-Sharif RU-N team facilitated a meeting on October 31 with the Municipal Finance and Accounting Manager and the RU-N Training Methodology Director, Public Administration Director, and Revenue Enhancement Director. The Municipal Finance and Accounting Manager expressed an interest in applying a modernized accounting system in the Municipality. He also outlined the current project management system being used by the Municipality for ongoing projects (45 large-scale projects currently).



RU-N/Mazar staff met with the Municipal Finance and Accounting Manager on October 31, 2011.

PLANNED NOVEMBER ACTIVITIES

During November, the RU-N project will increase its efforts to complete the MMCPBs and to finalize and submit proposals for the first round of Sustainable Service Delivery Improvement Projects. In addition, the Civil Society Advisors will increase their efforts to communicate with SDAGs and increase their participation in local decision making.

Planned activities include:

- Finalize and submit the final Project Concept Documents—including the Scope of Work, Sustainability Worksheet, Cost Estimation Worksheet, and other supporting documents—for the first round of the Sustainable Service Delivery Improvement Projects. To date, only the Central Park Improvement Project in Aybak has entered the implementation phase.
- Initiate discussions with the SDAGs to gather ideas for the second round of Sustainable Service Delivery Improvement Projects and begin drafting the SOWs for those projects.
- Update the Service Delivery Improvement Plans (SDIPs) to better align them with the current plans for the Sustainable Service Delivery Improvement Projects.
- Review the draft MMCPBs and offer feedback for revisions based on the training needs of each municipality and on the capacity of RU-N to deliver the requested training.
- Continue to design the Project-Based Training modules using key concepts for each subject matter area.
- Finalize and submit the FY 2012 Work Plan for RU-N
- Complete the set up of the new RU-N Kunduz office.

APPENDICES

APPENDIX A: SAMPLE PROJECT CONCEPT DOCUMENT

Regional Afghan Municipalities Program for Urban Populations

(RAMP UP-North)

Regional Command North

Scope of Work

Province:	Kunduz
Municipality:	Kunduz
Project Number:	RUN-P-KDZ-001
Project Name:	Trash Collection Project
Project Duration:	3 months
Project Cost:	\$ 49,370
Date:	30 October 2011

MGRS Coordinate of Project Area:

Nahya 1 MGRS: 42SVF8766764300

Nahya 2 MGRS: 42SVF8850763936

Dumping Site: MGRS: 42SVF8923161855

I. Problem Statement

The Municipality of Kunduz is unable to regularly and efficiently collect trash throughout the city, especially in *Nahyas* 1 and 2. The population in the city of Kunduz has increased drastically during recent years, as many Afghans who had left Kunduz during the last three decades of war returned. As confirmed by the Municipality, Kunduz is a city that was originally developed for 50,000 citizens, but approximately 180,000 citizens currently live there. As a result of this increase in population, increased traffic on the Transit Road between Afghanistan and Tajikistan, and additional business activity within the city, approximately 179,100 kg of trash is produced by the total population per day. The daily trash production of *Nahyas* 1 and 2 is estimated at 39,759kg/day, with each individual producing an estimated 0.995 kg/day.

The Municipality does not have adequate equipment or resources to clear the existing collection points regularly or to manage the regular collection of trash from households. The accumulation of a massive amount of trash in several illegal and unmanaged sites, especially in *Nahyas* 1 and 2, has created a significant threat to the health of citizens and the local environment.

II. Project Description

To address the problem of waste collection in *Nahyas* 1 and 2, the Municipality, with support from RU-N, will implement a Trash Collection Project for three months. The goal is to build the capacity of the Municipality to improve on and sustain regular trash collection for approximately 39,959 residents. The project will begin with an initial campaign with a 6-day clean-up to remove the existing accumulation of trash from collection points throughout the four *nahyas* in the city center. During the initial clean-up, the RU-N contribution is the rental of one front-loader, three dump trucks, and 30 laborers. The Municipality's contribution is the provision of six trucks used for transferring the trash to the refuse disposal site and 20 Cleaning and Greening Department laborers.

After initial clean-up, the project area (4.8km² divided into 12 sections) will be cleaned twice a week with citizens placing their own trash in front of their houses and *zarangs* picking it up and transferring it to the collection points. The trash will then be transferred by trucks to the refuse disposal site, 5 km from the city center four times per month. This will require the purchase of 12 self-dumping *zarangs*, the hiring of 12 *zarang* operators for the first three months, and the renting of one front-loader and three dump trucks for 18 days.

The Municipality will take over the project implementation including contracts for the 12 *zarang* operators, maintenance costs and fuel for *zarangs*, and all other costs associated with tools and equipment for cleaning. Ownership of the *zarangs*, safety clothing and equipment, and the cleaning tools and equipment will be transferred to the Municipality at the beginning of the project and properly registered and recorded in the Municipality's inventory records. When not in use, all purchased vehicles, equipment, and tools will be secured in municipal storage facilities.

During the six-day initial clean-up, all *wakil gozars* of *Nahyas* 1 and 2 and eight female trainers from the Department of Women's Affairs will attend a one-day awareness program on the Municipality's public outreach campaign. They will then implement the public outreach activities in *Nahyas* 1 and 2 for a period of three days. Each *wakil gozar* will distribute the Mayor's message, a trash collection schedule, and the rules and regulations of waste management to all 5,411 households in the project area.

Once the first three months are completed, RU-N will assist in establishing a transitional working group to manage the transfer of responsibility to sustain the project from RU-N to the Municipality.

III. Beneficiaries:

The direct beneficiaries of project are the 39,959 citizens (5,411 households) and shopkeepers in *Nahyas* 1 and 2. Indirect beneficiaries are the entire community who visit the project area for personal or business purposes.

IV. Involvement and Leadership of Municipal Staff in Project Selection, Development, Implementation & Monitoring and Evaluation

The Service Delivery Advisory Group (SDAG) selected the Trash Collection Project on 14 September 2011. Several meetings have been held with key department heads including those from the Cleaning and Greening Department, the Engineering and Construction Department, the Property Department, the Revenue Department, and *nahya* heads.

The Mayor proposed the following key staff from various departments to be responsible for developing, monitoring, evaluation and implementation of the project:

1. Hedayatullah, Head of the Cleaning and Greening Department (*Tanzif*)
2. Mohammad Afzal, Head of the Construction Department
3. Naqibullah, Head of Property (*Emlak*)
4. Anwar Khan, Head of Revenue Enhancement
5. Mohammad Yawar, Head of *Nahya* 1
6. Mohammad Akram, Head of *Nahya* 2
7. Abdul Manan, Head of *Nahya* 3
8. Mohammad Anwar, Head of *Nahya* 4

These officials were consulted in each step of developing the scope of work for the project, especially Mr. Hedayatullah. In addition, the Heads of *Nahyas* 1 and 2 were instrumental in gathering the necessary data to estimate revenue (*Safayi* tax) for the sustainability of the project.

V. Level of Public Participation

As noted, the project was selected as a priority by the Service Delivery Advisory Group on 14 September 2011, in which 18 people (14 from the SDAG, two representatives from USAID Kunduz, the Mayor, and the Municipal Team Leader Kunduz) participated.

A joint meeting of Service Delivery Advisory Group (Chairman, Deputy Chairman), Public Administration Advisory Group, wakil gozars, and the RU-N Kunduz team took place on 24 October 2011 to discuss the Trash Collection Project implementation and sustainability model.

Service Delivery Advisory Group members will participate actively in monitoring of the project and will report their findings in the monthly SDAG meeting.

VI. Activity Objectives

The objectives of the Trash Collection Project are to:

1. Improve upon and increase the level of service delivery in *Nahyas* 1 and 2 of Kunduz.
2. Improve communication and relationships between the Mayor/Municipal officials and citizens.
3. Improve the participation of citizens, especially marginalized groups such as women and youth, in decision making processes related to the planning, design, implementation, and monitoring of municipal services.
4. Improve the public's perception of the Municipality's ability to deliver sustainable services.
5. Increase revenue generation and the sustainability of municipal service delivery.

VII. Scope of Work

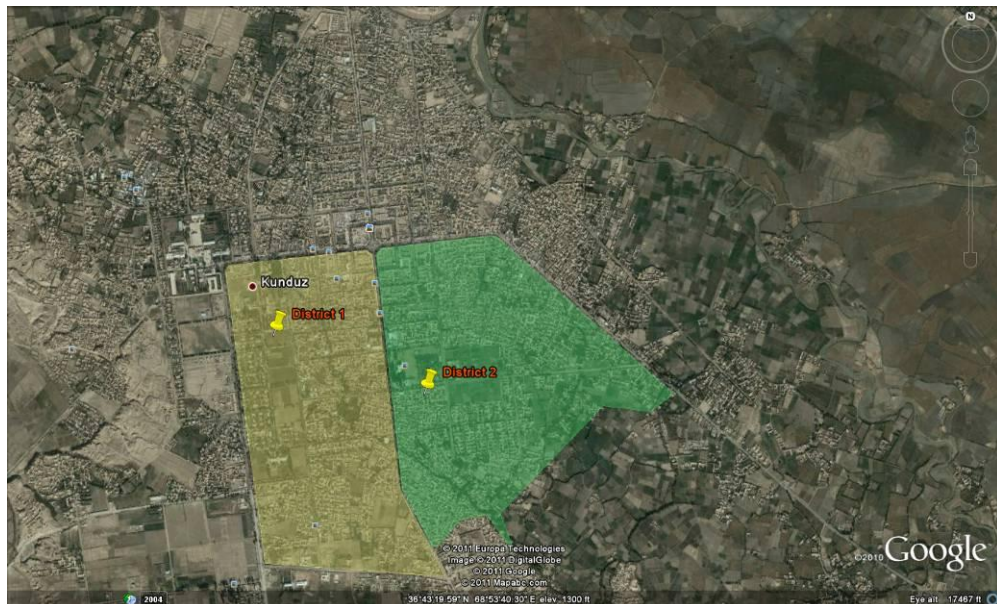
This project will accomplish the following activities during three months:

The six-day initial clean-up: This includes the four city center *nahyas*. The RU-N contribution is the rental of one front-loader, three dump trucks, and 30 laborers. The Municipality's contribution is the provision of six trucks used for transferring the trash to the refuse disposal site and 20 Cleaning and Greening Department laborers.

Trash Collection Project implementation: This activity will last three months. The area will be cleaned twice a week with citizens placing their own trash in front of their houses and *zarangs* picking it up and transferring it to the collection points. The trash will then be transferred by trucks to the refuse disposal site, 5 km from the city center four times per month. This will require the purchase of 12 self-dumping *zarangs*, the hiring of 12 *zarang* operators, and the renting of one front-loader and three dump trucks for 18 days.

Public outreach activities: During the six-day initial clean-up, all *wakil gozars* of *Nahyas* 1 and 2 and eight female trainers from the Department of Women's Affairs will attend a one-day awareness program on the Municipality's public outreach campaign. They will then implement the public outreach activities in *Nahyas* 1 and 2 for a period of three days. Each *wakil gozar* will distribute the Mayor's message, a trash collection schedule, and the rules and regulations of waste management to all 5,411 households in the project area. As part of this campaign, each *wakil gozar* will encourage citizens to pay their *Safayi* taxes in order to sustain the trash collection service.

VIII. Sketches of *Nahya* 1 and *Nahya* 2



IX. Photos

Existing Trash Collection Points in Nahya 1



Existing Trash Collection Points in Nahya 2



Refuse Disposal Site (5 km from the city center)



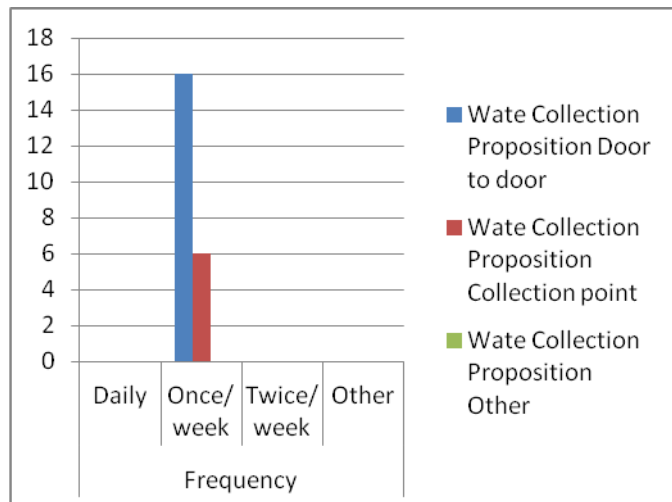
X. Sustainability and Maintenance:

The Municipality is committed to continuing to provide improved trash collection service beyond the three-month life of the project. Throughout the implementation of the Trash Collection Project, the Municipality will continue to work with citizens to explain the importance of paying taxes in order to sustain the trash collection service. During the meeting with citizens and *wakil gozars* of *Nahyas* 1 and 2 on 24 October, it was agreed that efforts to collect regular *Safayi* tax from citizens currently not registered or not paying would be increased in order to increase revenues for the Municipality, thereby increasing their ability to provide better services.

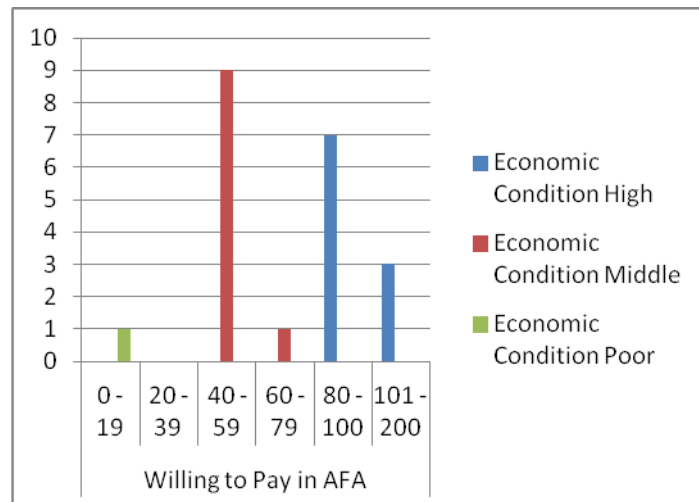
The Municipality has agreed to support the operational cost (fuel, engine oil, and maintenance) of the 12 *zarangs* after completion of the project. They will also extend the contracts of the 12 *zarang* operators.

The target revenue of the Municipality for next year from *Nahyas* 1 and 2 is \$117,385, a 39% increase from the total *Safayi* tax collected from the same area in 2010. This increase would ensure the project's sustainability.

The results of a residence survey carried out on 20 October 2011 by RU-N shows that more than 72% of middle-class residents in *Nahyas* 1 and 2 are willing to pay \$1-2.50 more per month for one-a-week trash collection service. (Appendix A)



Frequency of Waste Collection by Method



Socioeconomic Level/Willingness to Pay More

XI. Cost Estimation:

No.	Description	Qty	Unit	Unit Price (\$)	Tot Cost (\$) Municipal Contrib.	Tot Cost (\$) RAMP UP Contrib.
PUBLIC OUTREACH						
1	Trainer (14 females for 3 days)	42	Person-Days	\$ 6.00		\$ 252.00
2	Refreshment for Training of Trainers	25	EA	\$ 6.00		\$ 150.00
3	Printing Public Outreach Docs (5411 households)	5411	EA	\$ 0.04		\$ 216.44
4	Media TV Broadcast for Public Outreach	3	EA	\$ 100.00		\$ 300.00
	Subtotal Public Outreach				\$ -	\$ 918.44
INITIAL CLEAN UP (6 DAYS)						
5	Dump Truck (2 each for 6 days)	12	Truck-Days	\$ 120.00	\$ 1,440.00	
6	Small Truck (4 each for 6 days)	24	Truck-Days	\$ 60.00	\$ 1,440.00	
7	Rental Front End Loader (1 each for 6 days)	6	Equip-Days	\$ 320.00		\$ 1,920.00
8	Rental Dump Truck (3 each for 6 days)	18	Truck-Days	\$ 120.00		\$ 2,160.00
9	Labor (30 people for 6 days)	180	Person-Days	\$ 6.00		\$ 1,080.00
5	Shovel with Handle (Procurement)	30	EA	\$ 5.00		\$ 150.00
6	Pick Axe with Handle (Procurement)	10	EA	\$ 5.00		\$ 50.00
7	Pitch Fork with Handle (Procurement)	20	EA	\$ 3.00		\$ 60.00
8	Wheelbarrow (Procurement)	5	EA	\$ 40.00		\$ 200.00
9	Boots (Procurement)	42	PAIR	\$ 9.00		\$ 378.00
10	Reflective Vest (Procurement)	12	EA	\$ 1.00		\$ 12.00
11	Hardhat (Procurement)	12	EA	\$ 2.00		\$ 24.00
12	Uniform/coveralls (Procurement)	12	EA	\$ 16.00		\$ 192.00
13	Gloves (Procurement)	42	PAIR	\$ 0.70		\$ 29.40
14	Bucket (Procurement)	12	EA	\$ 4.00		\$ 48.00
15	Rope (Procurement)	220	LM	\$ 0.25		\$ 55.00
16	Broom with Handle (Procurement)	20	EA	\$ 2.00		\$ 40.00
	Subtotal Initial Clean Up				\$ 2,880.00	\$ 6,398.40
ONGOING CLEANUP (3 MONTHS)						
17	Dump Truck (2 ea for 4 days/mo for 3 mos)	24	Truck-Days	\$ 120.00	\$ 2,880.00	
18	Small Truck (4 ea for 4 days/mo for 3 mos)	48	Truck-Days	\$ 60.00	\$ 2,880.00	
19	Purchase of Self Dumping Zarang	12	EA	\$ 2,000.00		\$ 24,000.00
20	Rental Front End Loader w/ Oper (4 days/mo for 3 mos)	12	Equip-Days	\$ 320.00		\$ 3,840.00
21	Rental Dump Truck w/ Oper (3 ea for 4 days/mo for 3 mos)	36	Truck-Days	\$ 120.00		\$ 4,320.00
22	Zarang Operator (12 operators/mo for 3 mos)	36	EA	\$ 120.00		\$ 4,320.00
23	Fuel for Zarang (104 l/Zarang/mo for 3 mos)	3744	Liters	\$ 1.20		\$ 4,492.80
24	Engine Oil, Etc for Zarang (\$15/Zarang/mo)	3	Month	\$ 180.00		\$ 540.00
25	Maintenance for Zarang (\$15/Zarang/mo)	3	Month	\$ 180.00		\$ 540.00
	Subtotal Ongoing Cleanup				\$ 5,760.00	\$ 42,052.80
TOTAL					\$ 8,640.00	\$ 49,369.64

APPENDIX B: SAMPLE SUSTAINABILITY WORKSHEET

Appendix (B): Sustainability Worksheet for Trash Pickup Projects

Location: Mazar-e-Sharif (District 5 ONLY)

MTL: Shahid Pagan

Date: 17-Oct-11

Assumptions:

Total Project:		
1-->	Total Operational Cost for Life of Project*	\$18,026.00
2-->	# of Months for Implementation	3
	Operational Cost / Month	\$6,008.67
Household:		
3-->	Total # of Potential Beneficiary Households	8,600
4-->	# of Households Paying Safiya Tax	3,200
	% of Households Paying Safiya Tax	37.2%
5-->	Total Safiya Tax Collected / Yr from Households	\$52,000.00
	Average Safiya Tax Collected / Household per year	\$16.25
	Additional # of New Households Paying Safiya Tax	1,560
6-->	Goal # of Households Paying Safiya Tax	4,760
	Goal % of Households Paying Safiya Tax	55.3%
Warehouse:		
7-->	Total # of Potential Beneficiary Warehouses	
8-->	Actual # of Warehouses Paying Safiya Tax	
	% of Warehouses Paying Safiya Tax	
9-->	Total Safiya Tax Collected / Yr from Warehouses	
	Average Safiya Tax Collected / Warehouse per year	
	Additional # of New Households Paying Safiya Tax	
10-->	Goal # of Warehouses Paying Safiya Tax	
	Goal % of Warehouses Paying Safiya Tax	
Shops:		
11-->	Total # of Potential Beneficiary Shops	
12-->	Actual # of Beneficiary Shops Paying Safiya Tax	
	% of Shops Paying Safiya Tax	
13-->	Total Safiya Tax Collected / Yr from Shops	
	Average Safiya Tax Collected / Shop per year	
	Additional # of New Households Paying Safiya Tax	
14-->	Goal # of Shops Paying Safiya Tax	
	Goal % of Shops Paying Safiya Tax	

* Cost of service if outsourced.

Revenue (Existing):

Actual Safiya Tax Collected / Month from Households	\$4,333.33
Actual Safiya Tax Collected / Month from Warehouses	\$0.00
Actual Safiya Tax Collected / Month from Shops	\$0.00
Total Safiya Tax Collected / Month	\$4,333.33

Revenue (Potential):

Potential Safiya Tax Collected / Month from Households	\$6,445.83
Potential Safiya Tax Collected / Month from Warehouses	\$0.00
Potential Safiya Tax Collected / Month from Shops	\$0.00
Total Potential Safiya Tax Collected / Month	\$6,445.83

Sustainability:

Total Potential Safiya Tax Collected / Month	\$6,445.83
Operational Cost / Month	\$6,008.67
Revenue in Excess of Cost / Month	\$437.17
15--> Estimated Future Cost of Equipment Replacement	\$57,982.11
16--> Life Span of Equipment (# of Yrs)	20
Monthly Profit Required to fund Equipment Replacement	\$241.59
Net Revenue in Excess of Cost / Month (including Equipment Replacement Cost Accrual)	\$195.57
Is Project Sustainable?	YES

Action Plan:

- Each of the 52 Kalanters must collect Safiyi taxes from 30 new households in addition to what they are currently collecting within the next 3 months to support our sustainability goal. To further breakdown this goal, each Kalanter must collect Safiyi taxes (\$1.36/month) from a minimum of 10 new households per month for the next 3

Notes:

- If equipment is purchased, we must take into consideration life cycle analysis and capital replacement costs (i.e. must have a revenue in excess of cost of a value that cumulatively equates or exceeds the estimated future cost of equipment replacement by the end of the estimated life of the equipment).
- A District is comprised of 35-50 Kalater sections which translates to a coverage of approximately 7,000 to 10,000 households.
- A Kalanter section is comprised of 5 Wakil Guzar sections which translates to a coverage of approximately 100 to 200 households.
- A Wakil Guzar section is comprised of 1 street of which translates to a coverage of approximately 20 to 40 households.
- If breakdown of information for households, warehouses and shops are not available, under assumptions input total value into household section only and delete the remaining breakdown sections.
- MTL used an inflation rate of 1.5% to calculate the future replacement cost of the equipment after 20 years. It must also be said that the Safiyi tax will increase incrementally over the years as well, but is not taken into consideration to simplify the calculation so it can be easily explained to the Municipality.